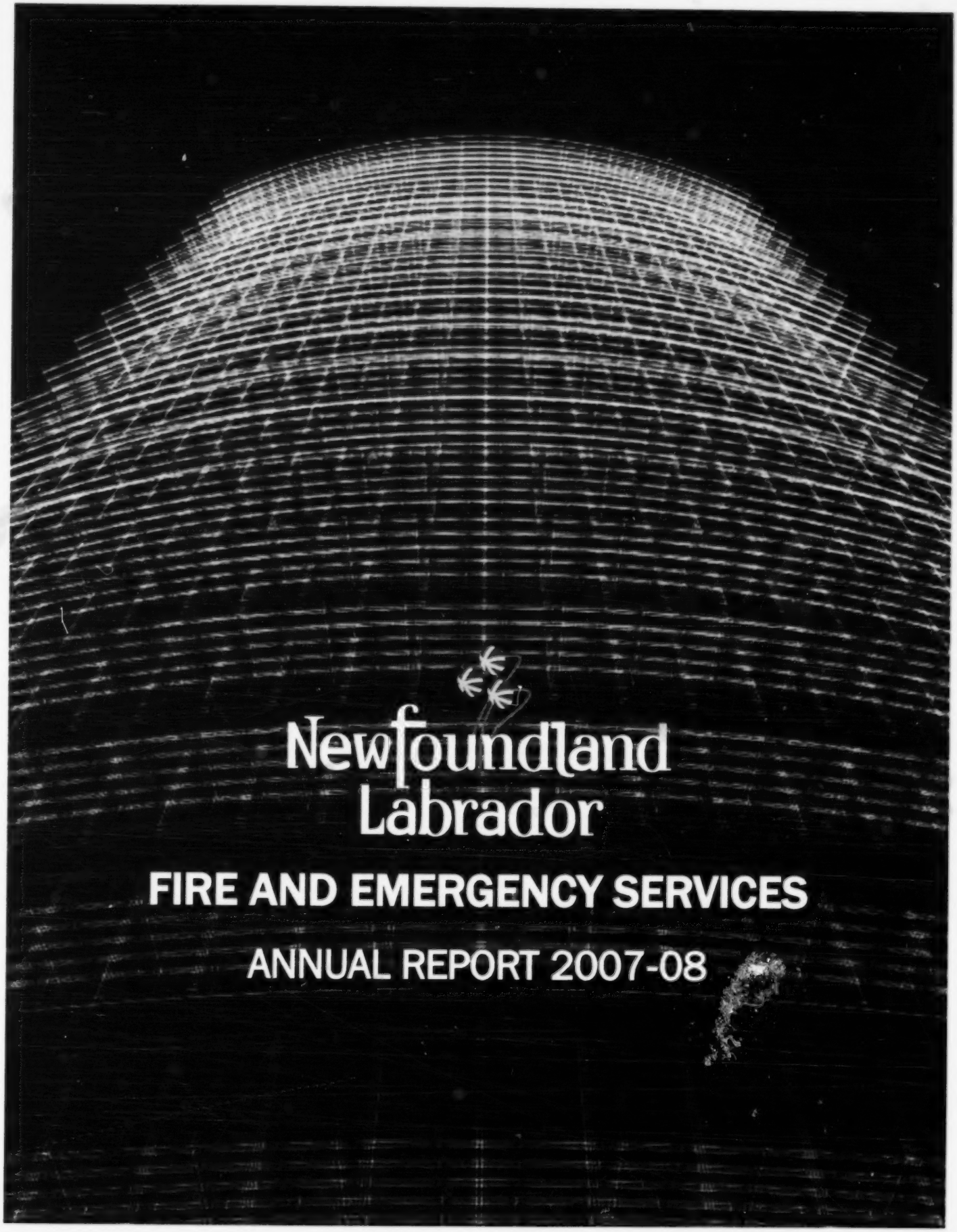
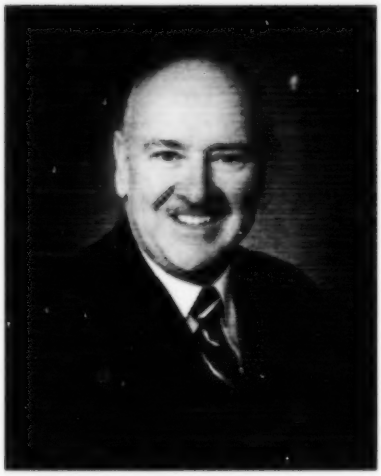

Newfoundland
Labrador
FIRE AND EMERGENCY SERVICES
ANNUAL REPORT 2007-08

MESSAGE FROM THE MINISTER



I am pleased to present the Annual Report of Fire and Emergency Services – Newfoundland and Labrador for fiscal year ending March 31, 2008.

Fire and Emergency Services - Newfoundland and Labrador (FES-NL) envisions a comprehensive, integrated program of mitigation, preparedness, response and recovery, for emergencies and disasters of any kind. It provides awareness, education, certification and training initiatives within the provincial fire services.

The 2007-08 year marked the first year of existence for the Fire and Emergency Services agency. Throughout this period, FES-NL has moved forward in a number of key priority areas. Significant accomplishments have been made in relation to the organization's renewal, the Provincial Government business continuity planning efforts and enhancement of public awareness. As well, FES-NL managed the response to and recovery from two significant adverse events: the Daniel's Harbour Landslides and Tropical Storm Chantal.

This report provides an overview of the key results and financial information for the 2007-08 fiscal year. These results illustrate the dedication and commitment of our employees. I would like to thank all involved for their contributions.

This report was prepared under my direction in accordance with the Transparency and Accountability Act. As Minister, I am accountable for the results reported in this document.

Dave Denine

HONOURABLE DAVE DENINE
Minister

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INTRODUCTION

In fulfilling its commitment to being accountable to the citizens of our province, the Government of Newfoundland and Labrador introduced the *Transparency and Accountability Act*. This *Act* provides the legislative framework for strengthening accountability of government entities through public reporting of multi-year performance based plans and annual performance reports.

Fire and Emergency Services – Newfoundland and Labrador (FES-NL) is considered a category 2 government entity within the context of the *Transparency and Accountability Act*. In this regard, FES-NL, which was created in 2007, developed its first business plan to cover the fiscal year 2007-08. In accordance with the *Transparency and Accountability Act*, this annual report identifies the progress of FES-NL since tabling Business Plan 2007-08.

OVERVIEW

Fire and Emergency Services-Newfoundland and Labrador (FES-NL) is tasked with commencing the implementation of an emergency management strategy designed to develop and maintain a modern and robust emergency management system in the province, in collaboration with agency partners and stakeholders, in planning against, preparing for, responding to and recovering from emergencies and disasters.

FES-NL is primarily responsible for both the provision of emergency preparedness and emergency response, planning, and training, and for a leadership role in the coordination and/or delivery of fire protection and fire prevention services throughout the province. In addition, the agency is leading the development of a provincial Business Continuity Plan for the Government of Newfoundland and Labrador.

The agency had a staff complement of 18 located within two St. John's offices (one in the West Block of Confederation Building and another in the RNC Annex on Parade Street), Deer Lake and Grand Falls-Windsor.

Budget 2007 provided $1.2M to establish the agency with an annual budget of approximately $6.3M. FES-NL expenditures included operational expenditures for executive support as well as fire and emergency services projects approved under the Joint Emergency Preparedness Project (JEPP) and Disaster Financial Assistance Arrangements (DFAA). JEPP expenditures are fully recovered from the federal government. Expenditures related to DFAA may be eligible for partial reimbursement by the federal government. For detailed expenditure information for the fiscal year ending March 31, 2008, please see section 7, Financial Statements.

MANDATE

The Mandate of the new agency "Fire and Emergency Services-Newfoundland and Labrador" (FES-NL) is derived from government direction and under the authority of section 2(d) of the *Emergency Measures Act*, section 3(1) of the *Fire Prevention Act*, section 9 of the *Executive Council Act*, and the Prerogative of the Crown. The Mandate of the agency is to develop and maintain a fire and emergency management system in Newfoundland and Labrador to mitigate against, prepare for, respond to and recover from fires and other major emergencies and disasters, and includes the development of a business continuity plan for the Government of Newfoundland and Labrador.

LINES OF BUSINESS

In fulfilling its mandate, FES-NL delivered the following distinct lines of business which encompass a wide variety of programs and services. Please note, some programs and services identified below may be subject to an application process, eligibility requirements, a request, or subject to the availability of resources. For further information, please contact FES-NL at 729-3703 or 729-1608.

Awareness, Education, Training, and Certification

FES-NL is the agency within the provincial public service that promotes awareness and provides education, training and certification services to the general public and the fire service. The agency assists individuals, communities and governments with the means and knowledge required to prepare themselves for and respond to a future disaster or emergency (emergency preparedness), and delivers various Fire Safety and Public Education programs. With regards to the fire service in the province, the agency conducts Fire Services Training, Certification and Testing. Some of its training standards are developed and set by the agency itself while others are adopted from national standards. The agency also provides training and education programs for emergency personnel and response personnel such as Basic Emergency Management (BEM) and Emergency Operations Center Management (EOCM). FES-NL also coordinates provincial applications for advanced emergency management training at the Canadian Emergency Management College in Ottawa.

Fire Services, Emergency Management and Support Services

FES-NL fulfills a number of planning, response, recovery and support functions under its Fire/Emergency Management and Support Services line of business. As with the previous line of business, it assists individuals, communities and governments with the means and knowledge required to prepare themselves for and respond to a disaster or emergency. It may also assist in the management of an emergency or disaster in conjunction with the affected area. FES-NL also manages any large scale emergency or disaster and coordinates the activities and operations of all responders/service providers; this includes the coordination of multi-disciplinary and multi-jurisdictional response. Also, FES-NL is responsible for joint contingency planning with all levels of government, the private sector and the civilian population. This is referred to as the Planning and Operations Program.

FES-NL is responsible for the planning/implementation of the federal provincial Joint Emergency Preparedness Program (JEPP) which may provide financial assistance for emergency equipment and other resources at the municipal level to respond to emergencies. It is administered on behalf of Canada and has an eligibility requirement.

FES-NL may also provide financial assistance for the restoration of property, land and buildings to pre-disaster state in the event of a disaster. Expenditures may be recovered by the Province under the federal Disaster Financial Assistance Arrangements program (DFAA). Under DFAA, Canada provides financial assistance to provinces and territories when the cost of dealing with a disaster places an undue burden on the provincial economy; funds are received through an application and the claim process is administered by the Province and subject to federal eligibility requirements.

FES-NL delivers an Emergency Air Services Program which assists police forces when requested, in search and rescue activities for lost and missing persons. It also utilizes air services to conduct training with ground search and rescue and to conduct flood assessment.

The agency is a source of advice for fire departments on organizational, technical or tactical issues. The agency also provides recommendations to the Department of Municipal Affairs on possible funding projects under the Municipal Capital Works program.

FES-NL sets and develops fire service training standards or adopts national standards to ensure consistent application. It also distributes long service awards to firefighters.

FES-NL provides facilitative and supportive services to provincial government departments and agencies for the development of business continuity plans and will develop an overall provincial business continuity plan for the Government of Newfoundland and Labrador.

Regulation, Enforcement and Reporting

FES-NL performs a number of inspection, investigation, report and permit functions in the delivery of the "Regulation, Enforcement and Reporting" line of business to ensure fire protection and life safety. Examples include compiling the Provincial Fire Loss Statistics and Annual Fire Loss Report, conducting Fire Investigations, conducting Fire Prevention and Life Safety Inspections, fulfilling the legislated responsibility for Fire Department Inspections and issuing a variety of Permits and Orders such as a permit to service fire protection equipment or building capacity orders. Furthermore, when a municipal council has established an emergency measures plan it must be submitted to the Minister for approval prior to implementation.

VALUES

FES-NL supports the implementation of an emergency management strategy designed to develop and maintain a modern and robust emergency management system in the province, in collaboration with agency partners and stakeholders, in planning against, preparing for, responding to and recovering from emergencies and disasters. In fulfilling this responsibility, the agency fosters an organizational culture based on several core values highlighted below.

The character of the agency is promoted and explained through the core values and the associated action statements. These values guide FES-NL as it establishes itself as a new agency within government.

CORE VALUES	ACTION STATEMENTS
integrity	Staff promote the use of accurate and unbiased advice and respect the principle of confidentiality
teamwork	Staff are innovative and promote working environments of collaboration, respect, trust and inclusion
accountability	Staff take responsibility for their actions while adhering to timeframes and applicable guidelines and standards
equity	Staff are empathetic to clients and deal fairly and consistently with individuals, communities, organizations, stakeholders
leadership	Staff fulfill a leadership role in the provision of fire and emergency services
safety	Staff promote safety and responsiveness in order to save life, property, and the environment

PRIMARY CLIENTS

FES-NL has defined its primary clients as any person, group, or organization served by or using their programs and services who are the principle beneficiaries of its lines of business. These clients include the following: citizens and families; local governments; fire departments and firefighters; first responders; police agencies; individuals impacted by fires, emergencies and disasters; government departments and agencies; and the private sector.

Partners of FES-NL include all stakeholders in the fire and emergency service field including critical infrastructure providers, various federal and provincial government departments and agencies, police agencies, the private sector and many Non-Governmental Organizations found in Newfoundland and Labrador.

VISION

The vision of FES-NL is a province where citizens, communities, partners and governments are prepared to deal with, respond to and recover from fire, emergencies, and disasters to protect the province's people, property and the environment.

MISSION

The Mission statement identifies the priority focus of the Minister over two planning cycles: April 1, 2007 to March 31, 2008, and April 1, 2008 to March 31, 2011. The mission statement represents the key longer-term result that the agency will be working towards and is based on a comprehensive review of emergency preparedness and planning within the provincial government. In 2011, FES-NL will have to report on the progress and success it has achieved in meeting its mission statement.

Mission: By 2011, FES-NL will have worked towards the creation of a modern and robust fire and emergency management system in the province of Newfoundland and Labrador.

Measure: Modern and robust fire and emergency management system

Indicators:

- FES-NL will have its organizational structure identified, staffed and functioning
- Relationships with various agency partners will be established and/or enhanced including an understanding of respective roles
- Applicable fire and emergency management legislation will be reviewed and new legislation enacted
- An all hazards approach will be utilized in business continuity planning efforts within government departments and agencies
- A public communication and awareness program will be developed by the agency

SHARED COMMITMENTS

Shared commitments represent activities of FES-NL which could not be achieved without the participation and cooperation of FES-NL's internal-to-government partners and external-to-government partners. For the fiscal year 2007-08, these activities included:

- Senior officials from FES-NL worked closely with officials from the Public Service Secretariat to establish the agency and finalize the position descriptions for five new staff positions to be added to the agency's staff complement. By March 31, 2008, three of these positions were filled. The remaining two positions were filled early in fiscal year 2008-09.

- The newly created BCP Secretariat supported all government departments' and agencies' BCP representatives by providing orientation and training for government's BCP process. Furthermore the BCP Secretariat staff assisted, through consultation and advice, each department and agency in the completion of Phase I of their respective BCP plans (Baseline Services Inventory).

- Officials from Justice, Legislative Counsel and Municipal Affairs joined FES-NL officials to form an internal working group and commenced a line-by-line review of both the *Fire Prevention Act* and the *Emergency Measures Act*.

- Officials from FES-NL established working relationships with federal officials from Public Safety Canada in the interest of promoting public awareness activities. FES-NL officials assisted in the formation of a Communications and Outreach Committee, comprised of federal, provincial and municipal representatives, to establish an open dialogue for the sharing of public awareness information and materials concerning emergency management so as to increase public awareness of best practices.

Other shared commitments worthy of note included:

- FES-NL values its relationships with non-governmental organizations and corporate partners and in the fiscal year 2007-08, FES-NL worked to maintain and strengthen these relationships by together exploring the development of emergency management initiatives with the Red Cross and the Society of Newfoundland Radio Amateurs. These initiatives will be released in the upcoming year.

- FES-NL worked with the Engineering Division of the Department of Transportation and Works to establish and streamline effective accounting and record keeping practices for the recovery of federal funds under DFAA regarding the repair and replacement of provincial infrastructure, such as roads, culverts and bridges, following a DFAA eligible event.

- Similar to the above, FES-NL streamlined a coordinated approach with the Engineering Division of the Department of Municipal Affairs for the accounting, recording, and documentation of damages to municipal infrastructure.

- FES-NL worked closely with the Department of Government Services on the creation and implementation of a new Firefighter Licence Plate Program. All volunteer and career firefighters across the province, which meet the eligibility requirements, are eligible to apply for a firefighter license plate from the Department of Government Services. This specialty licence plate acknowledges that a vehicle is registered to a firefighter.

- FES-NL worked with the Newfoundland and Labrador Association of Fire Services (NLAFS) and the Department of Finance to double the accidental death benefit under the accidental death policy covering volunteer firefighters. This policy is purchased by government on behalf of all volunteer fire fighters in the province. Furthermore, FES-NL increased the operating grant for NLAFS's "Learn not to Burn" program to $61,000.

RESULTS OF GOALS

Issue 1: Organizational Renewal

Upon the creation of FES-NL, the new agency incorporated the roles and mandates of the existing Office of the Fire Commissioner and the Emergency Measures Organization and created five new staff positions to be added to the agency staff complement. Once recruitment activities are finalized, the agency will be in a position to complete its organizational renewal process and position itself to develop and maintain a fire and emergency management system for the province.

Goal 1: By 2008, FES-NL will have implemented processes to enhance the Province's readiness to respond to emergency situations.

Measure: Implemented processes to enhance the Province's readiness to respond to emergency situations

Indicator	Accomplishments 2007-08
The agency is established and functional	FES-NL was created in 2007 and the Minister approved the agency's first Business Plan for the period April 1, 2007-08 – March 31, 2008. This transitional plan guided the work of FES-NL in its first year of operation. FES-NL also enhanced its regional presence in the province by establishing an office in Clarenville. Furthermore, it advanced processes to increase its regional presence elsewhere in the province.
Ministerial advisory committee is operationalized	The Ministerial advisory committee is not yet operationalized as work in this area has focused on identifying the appropriate membership for the committee, taking into account such factors as regional presence, gender, and representation from the public and private sector. It is anticipated the Minister will form the committee in 2008-09.

Indicator	Accomplishments 2007-08
Business Continuity Planning process for Government is commenced	A Business Continuity Planning Secretariat was established within FES-NL. An Executive Lead was appointed by Government in May, 2007 and by the October, 2007 two BCP Consultants were hired for the Secretariat. The Secretariat staff received training in Business Continuity Planning then researched and developed a BCP Guidelines Manual for NL to assist all government departments and agencies in this planning initiative. By October 31, 2007 all Deputy Ministers/Chief Executive Officers had identified Departmental/Agency Executive Leads and BCP Coordinators to work with the BCP Secretariat in the development of Departmental/Agency BCPs. An Orientation to the BCP process was provided for these staff on November 30, 2007. In January, 2008 departments and agencies established internal working groups and began the process of collecting the required information for their departmental/agency BCP.
Review of the Fire Prevention Act and Emergency Measures Act is commenced	FES-NL established an internal working group, comprised of officials from FES-NL, Municipal Affairs, Justice and Legislative Council, to review fire and emergency legislation. This review process is well advanced.

Establishing FES-NL and ensuring it has the necessary resources to operate, undertaking a legislative review of the two central pieces of legislation pertaining to the mandate of FES-NL, and commencing the development of business continuity plans for all departments and agencies within the Government of Newfoundland and Labrador are key steps toward the goal of enhancing the Province's readiness to respond to emergencies and disasters. Furthermore, the development of a Provincial Business Continuity Plan for the Government of Newfoundland and Labrador will ensure that departments and agencies have identified and are able to deliver essential services to the citizens of the province during a disaster or emergency.

Issue 2: Business Continuity Planning

In May 2007 Government directed FES-NL to work with departments and agencies to develop a comprehensive emergency and Business Continuity Plan (BCP) for the Government of Newfoundland and Labrador. A BCP would assist the Province in its efforts to continue to deliver time-critical services in the event of an emergency.

Goal 2: By 2008 FES-NL will have started the development of a provincial Business Continuity Plan (BCP).

Measure: Started the development of a business continuity plan

Indicator	Accomplishments 2007-08
A planning secretariat is operationalized	The Business Continuity Planning Secretariat was established with the appointment of an Executive lead and the hiring of two planning consultants in fiscal year 2007-08.
Government entities designate staff resources for the BCP planning process	All departments and agencies designated an executive lead and a BCP Coordinator to work with Secretariat staff and to be responsible for their department's BCP.
Government entities are supported in the development of their BCP plans	An orientation session was provided to department and agency BCP contacts and consultation, advice, and direction has been provided by BCP Secretariat staff concerning the BCP process throughout fiscal year 2007-08.

Indicator	Accomplishments 2007-08
Draft document is prepared	The development of a Business Continuity Plan involves a systematic yet complex process. While the BCP Secretariat commenced the process in the Fall, 2007 many departments/agencies were unable to focus on the process until January, 2008. There has been a consistent and ongoing need to train staff across Government on each step of the process and to provide support, direction, and advice. Progress however is being made as departments/agencies work with the BCP Secretariat on the development of departmental/agency plans. Once the departmental/agency plans are complete the BCP Secretariat will integrate them into a Provincial BCP for the Government of NL. There have been challenges moving this initiative forward due to competing priorities within departments and agencies, and staffing issues in both the Secretariat as well as in the departments/agencies. The date for final submission of the Provincial BCP has been changed to March 31, 2009.

The development of a comprehensive consistent approach to Business Continuity Planning for the Government of NL involved research for and training of the BCP Secretariat staff, and the compilation of a BCP Guidelines Manual by the BCP Secretariat staff for use by staff of departments and agencies engaged in this initiative. A group orientation session on the BCP process was provided to the designated staff of all government departments and agencies involved in the development of departmental/agency plans. The BCP Secretariat continues to provide advice, direction and support as staff of the departments/agencies continue to work through this systematic yet complex process of identifying essential services, critical assets, infrastructure and resources necessary to ensure the delivery of Government's essential services. Once departmental/agency plans are complete, the BCP Secretariat will integrate the departmental/agency plans into the Provincial Business Continuity Plan for the Government of Newfoundland and Labrador. Departments and agencies are working with the BCP Secretariat to meet the goal of having a Provincial Government BCP by March 31, 2009.

Issue 3: Public Awareness

Developing and maintaining a fire and emergency management system for the province involves effective communications within government, between emergency management partners and with the public on an ongoing basis. This issue is best achieved through public awareness and public education.

Goal 3: By 2008 FES-NL will have promoted public awareness of fire prevention and emergency preparedness.

Measure: Promoted public awareness of fire prevention and emergency preparedness

Indicator	Accomplishments 2007-08
Recruitment of a person dedicated to public awareness/education	All recruitment actions were taken and an internal competition was completed.
Provincial public education plan is developed	Work commenced on the framework for a public education plan to be developed by the incoming Public Relations Specialist. Now that the Public Relations Specialist is in place, it is expected that work will be completed in the upcoming year.
Select public awareness initiatives are initiated	A number of public advisories and consumer advisories were released including Post-Tropical Storm Noel, Tropical Storm Chantal, Use of Flood-Damaged Appliances, and the discontinued sale of Tundra Fire Spray.
Increased public service announcements	Provincial Public Service Announcements were delivered for Fire Prevention Week in October 2007; this was not an increase. However, a quarterly calendar of public service announcements was developed and approved to commence early in the upcoming fiscal year.

The recruitment of a person dedicated to public relations for FES-NL is a crucial milestone which has allowed the agency to systematically plan for increasing client awareness of the need for fire prevention and emergency preparedness. The experience of FES-NL in the past year has shown that those communities and individuals empowered with information

are better prepared to respond to adverse events. With this in mind, FES-NL continues its development of a comprehensive provincial public education plan to promote strong public awareness. A prime example of how FES-NL is progressing in this regard is indicated in the number of public awareness initiatives reported for 2007-08. Since a calendar for quarterly public service announcements has been developed, the general public can expect to see a rise in the number of public service announcements on a go-forward basis. All these initiatives combined will help FES-NL promote public awareness for fire prevention and emergency preparedness.

ADDITIONAL HIGHLIGHTS AND ACCOMPLISHMENTS

FES-NL recommitted an annual operating grant to NLAFS and increased the grant to $41,000 in fiscal year 2007-08. NLAFS was also given an additional $6,500 in funding in relation to the Association's office.

With input from NLAFS, FES-NL redesigned it firefighter training program in 2007-08 with a plan to commence offerings in fiscal year 2008-09. The training is to be held twice a year, in two week blocks, and in two central locations throughout the province.

FES-NL piloted a program to provide compensation to municipalities whose fire and emergency services responded outside their municipal boundary. This included response for assistance in motor vehicle accidents, structural fires, and dangerous goods incidents.

FES-NL finalized its oldest DFAA claim, Storm Surge 2000, in fiscal year 2007-08. While FES-NL disputed the final amount reimbursed to the Province because it felt it had provided sufficient documentation to warrant a larger return, it was declined and the amount recovered from the federal government was $279,349. However, it is worthy to note that FES-NL made significant progress on its in-house ability to review, manage and process outstanding DFAA claims. FES-NL has developed and implemented internal processes and procedures designed to ensure that the management of adverse events is consistent with DFAA guidelines and the expectations of Audit Services Canada. It engaged Public Safety Canada and Audit Services Canada to obtain a better understanding of the complexities and requirements expected under DFAA guidelines and to clarify and streamline the necessary information requirements and processes required for concluding a DFAA claim. With this accomplished, FES-NL believes it is better positioned to conclude DFAA claims more quickly than has been previous experience.

In the year 2007, FES-NL responded to and managed the recovery efforts of two adverse events, Daniel's Harbour Landslides and Tropical Storm Chantal, and it did this while undergoing organizational renewal and while reviewing, managing and processing eight outstanding DFAA claims. This is a significant accomplishment deserving recognition and congratulations for a job well done.

OPPORTUNITIES AND CHALLENGES

FES-NL made significant progress in 2007-08 and believes that eagerly addressing future challenges and opportunities will result in the agency's continued growth and development. FES-NL looks forward to the opportunities and challenges it will face in the coming year.

With the opening of a satellite office in Clarenville staffed by a Fire Protection Officer, FES-NL acknowledged the importance and benefit of an increased regional presence. FES-NL now has dedicated Fire Protection Officers in St. John's, Clarenville, Grand Falls-Windsor, and Deer Lake which also serves Labrador. The opportunity that lies ahead for FES-NL is to bolster our regional presence in the upcoming year focusing on emergency planning and emergency management in all areas of the province. This enhanced regional presence will essentially provide clients of FES-NL, including municipalities and local service districts, with a resource for emergency planning, response, and emergency preparedness initiatives.

FES-NL acknowledges the valuable contribution of the province's volunteer fire service and looks forward to continued cooperation in addressing the challenges facing this dedicated cadre of volunteers. FES-NL will continue to look for the means to assist in strengthening fire protection and fire prevention, in partnership with communities and their fire departments.

A key challenge facing FES-NL in the upcoming year is to find an appropriate facility to house the corporate and operational functions of the new agency. At the current time, these functions are scattered through a number of locations in St John's. Finding a centralized location for the head office will enhance our ability to deliver our lines of business.

FINANCIAL STATEMENTS

Expenditure and revenue figures included in this document are based on public information provided in the Report on the Program Expenditures and Revenues of the Consolidated Revenue Fund for Fiscal Year Ended 31 March 2008 (un-audited). FES-NL is not required to provide audited financial statements.

		Estimates	
	Actual	Amended	Original
	$	$	$
4.1.01 EXECUTIVE SUPPORT			
01. Salaries	454,012	454,900	365,000
02. Employee Benefits	771	7,500	-
03. Transportation and Communications	30,631	45,500	170,000
04. Supplies	12,996	20,000	20,000
05. Professional Services	6,300	32,000	250,000
06. Purchased Services	41,870	72,000	275,000
07. Property, Furnishings and Equipment	60,450	61,000	25,000
10. Grants and Subsidies	-	95,000	95,000
Total: Executive Support	607,030	787,900	1,200,000
4.1.02 FIRE COMMISSIONER'S OFFICE			
01. Salaries	451,791	491,300	516,300
02. Employee's Benefits	7,789	8,500	4,000
03. Transportation and Communications	108,897	109,300	96,000
04. Supplies	50,914	51,800	38,300
05. Professional Services	219	2,000	2,000
06. Purchased Services	173,267	175,500	128,100
07. Property, Furnishings and Equipment	15,403	17,300	6,800
09. Allowance and Assistance	169,750	215,000	215,000
10. Grants and Subsidies	22,000	23,500	23,500
Total: Fire Commissioner's Office	1,000,030	1094,200	1,030,000

	Actual	Estimates Amended	Original
	$	$	$
4.1.03. EMERGENCY MEASURES ORGANIZATION			
01. Salaries	313,452	336,000	402,100
02. Employee Benefits	-	6,000	6,000
03. Transportation and Communications	112,649	155,500	155,500
04. Supplies	36,893	38,200	23,500
05. Professional Services	41,710	49,400	19,400
06. Purchased Services	25,788	30,900	30,900
07. Property, Furnishings and Equipment	56,514	67,000	33,000
	587,006	683,000	670,400
02. Revenue – Provincial	(49,262)	(1,500)	(1,500)
Total: Emergency Measures Organization	537,744	681,500	668,900
4.1.04. JOINT EMERGENCY PREPAREDNESS PROJECTS			
10. Grants and Subsidies	197,624	282,000	282,000
01. Revenue – Federal	(147,710)	(282,000)	(282,000)
Total: Joint Emergency Preparedness Projects	49,914	-	-
4.1.05. DISASTER ASSISTANCE			
01. Salaries	83,847	89,800	-
03. Transportation and Communications	39,045	40,200	-
04. Supplies	196	200	-
05. Professional Services	832,996	845,000	-
10. Grants and Supplies	10,504,168	10,507,800	3,200,200
	11,460,252	11,483,000	3,200,200
01. Revenue – Federal	(279,349)	(21,057,000)	21,057,000
Total: Disaster Assistance	11,180,903	(9,574,000)	(17,857,000)
Total: Fire and Emergency Services Agency	**13,375,621**	**(7,010,400)**	**(14,958,100)**